

*Record*

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OCA 86-3450  
10 October 1986OCA FILE SSCI

RECEIPT # \_\_\_\_\_

## MEMORANDUM FOR THE RECORD

SUBJECT: SSCI Personnel Review Team Meeting [REDACTED]

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1. On 9 October 1986 [REDACTED] Deputy Director of Personnel for Policy, Analysis and Evaluation briefed Gary Moore and Tom Schultz, the GAO detailee on the SSCI personnel review team on the new secretarial system. [REDACTED] of PMCD also took part in the briefing.

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2. [REDACTED] used viewgraphs to illustrate the growing awareness in the Agency of a need to reassess the role of secretaries which resulted in a 1984 study. She discussed some of the conclusions of that study. In 1985 a task force was organized to work on the development of a new system. Its members met with our own leadership and also got advice from outside consultants. Among its recommendations for a new system were a new pay schedule, job enrichment program and a training program. Each of these aspects of the new system which was initiated in July 1986 were discussed in detail with the staffers.

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3. A number of major conceptual points about the new secretarial system were made to the staffers. The briefers pointed out that the grade of a secretary was not based on the grade of her boss as in the previous system, but instead on what she herself does. They explained the dynamics behind the development of the new job duties. They stressed the consulting role played by PMCD in assisting managers and secretaries in drawing up the new duties. They explained that the feedback they have gotten from both groups about the new system has been very positive.

4. Schultz asked whether the Advanced Work Plan (AWP) is still being used. He was told that it was not and [REDACTED] explained the problems that we have found with it. Schultz, speaking from his GAO background, noted the importance of expectation setting in the boss-secretary relationship. Our

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people agreed and explained how that will take place under the new system but also expressed interest in the GAO procedure. Moore asked whether there was a need for additional legislation or other assistance from the Congress. [ ] replied that our present authorities appeared to be adequate. He said, however, that when the Agency announces a new and innovative program the Congress is sometimes reluctant to support it and he urged that we should be able to exercise our separate authorities. He added that throughout our history we have had a personnel system that mirrors the rest of the federal service and have only made changes where they were clearly needed to compensate our people for their unique service. Moore and Schultz appreciated the briefing and had two follow-up questions. One of them had to do with whether the PATB results are a part of the applicant file and the other was whether the security clearance given to Co op employees is the same as other applicants or if it is delayed until they come on board full time. [ ] will provide them with answers.

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